

The Board of Trustees and library staff believe that success is built on a strong foundation of understanding and responding to the community's needs. Our strategic planning process aims to evaluate past performance, identify current and future needs for the library to fill, and envision a vital role for the library in Stratham into the future. The theme of this plan is relevancy and outreach as it is more important than ever for the library to offer highly relevant services and to make the community aware of those services.

Wiggin Memorial Library: Start Here. Go Anywhere.

Wiggin Memorial Library: More than you expect.

Wiggin Memorial Library: Connecting the community.

Wiggin Memorial Library: Discover the possibilities.

Wiggin Memorial Library: Live better.

Wiggin Memorial Library: Everything you're into.

Wiggin Memorial Library: Here for you.

Potential taglines for branding

Our Values

We are committed to:

- * Exceptional Service
- * Love of Reading
- * Lifelong Learning
- * Free, Easy Access to Ideas & Information
- * Actively Building Community
- * Good Technology as a Powerful Tool
- * Responding to the community
- * Having Fun

What we believe

Our Purpose/Mission

The Wiggin Memorial Library's mission is:

*** To serve, connect, educate & entertain**

- * To bring people & ideas together
- * To be a destination for learning, community & fun
- * To meet the learning, recreational, and literary needs of our community through customer service, collections, gatherings, and technology that exceed expectations.

Why we exist

We accomplish our mission by listening to residents' needs and participating in the community in order to respond with relevant solutions while responsibly managing resources.

Our Vision

Which of these two?

How we see the future

- * The Wiggin Memorial Library is recognized and valued by all community members as:
 - A significant resource and advocate for youth as they develop from birth to active community leaders & members
 - A destination and source for discovery through print materials, digital options, and as a welcoming place for the exchange of ideas

- A community asset and an active partner in community building through supporting a skilled workforce, encouraging community discourse, and celebrating diversity
- An organization that cultivates staff that are knowledgeable, passionate, helpful and positive, and who are dedicated to serving our community
- A forward-thinking institution that recognizes and provides technological breakthroughs and tools advancing the convenient, effective use of information and communication
- A free democratic institution devoted to providing community members with the information needed to participate in our community's civic life

*** The Wiggin Memorial Library is our community's best and most sought after resource for information, learning, community interaction, and discovery**

Our Strategies

Where we will focus

- * Collections, Services & Resources to Meet Community Demand *We have what you need!*
 - Active listening & Responsiveness
 - Be a YES library
 - Maximize resources for purchasing, subscribing
- * Opportunities and Resources for Lifelong Learning & Curiosity *Know more! Live Better!*
 - Offer innovative & relevant programming for all ages
 - Offer the best technological options for self-directed learning
 - Build relevant & focused collections arranged for easy user access
- * Answering Questions *Ask the Library first!*
 - Customer service that exceeds expectations
 - Gather & make available community & civic information
 - Use technology to expand access to information
- * Spaces for Community Interaction, Gatherings, and Individual Use *You Belong @ Your Library!*
 - Welcoming atmosphere (including reservation system)
 - Thoughtful spaces for diverse uses
 - Offer enhancements to spaces
- * Promotion & Fundraising *Spread the Word about the Library!*
 - Raise awareness of library services/resources in the community; Build buzz
 - Build relationships with community leaders & supporters
 - Communicate needs & benefits compellingly through targeted messaging
- * Resource Management *Responsive, Responsible, & Remarkable!*
 - Nimble Budgeting
 - Collaboration
 - Staff training, support & compensation

Our Outcomes

How everyone benefits

Collections

- * All turnover rates improve over 2011
 - New adult fiction (evaluate holds ratio)
 - Large print
 - Adult audiobooks (evaluate Playaways)

Adult music CDs (evaluate collection)

Magazines

- * Nonfiction collection – continue move to user-friendly organization & signs
Create 5 sections; track usage
- * DVD collection – improve browsability through change in shelving
DVD turnover rate improves from 2011 5.0
- * Cost per Use for electronic subscriptions, museum passes decreases
Electronic subs: to avg cost/use under \$18
Museum passes: to avg cost/use under \$10

Programming

- * Local Candidates Night
Annually
- * Public technology instruction
Track staff time spent on instruction
Increase number of programs

Technology

- * Public technology
Review current network, hardware, software in preparation for update in 2014
Determine appropriate number of public access terminals for future (ie: 1 computer for every X residents)
- * Web sites & town web site/social media support
Increase news subscriptions overall each year from 2011 levels
Improve web access to library & town for mobile users (track mobile usage)
- * Launch additional social media pages
Twitter – new items added to collections
Pinterest – interesting things in our collections, program images, screen shots, etc.

Personnel

- * Launch peer recognition system for staff
- * Create staff competencies & compensation plan for presentation to BOS / Budget Advisory Committee; integrate with evaluations

Community Center

- * Survey regular users of library spaces seeking suggestions for improvements; use for future budgets
- * Purchase furniture to support individual use of open library space

Fiscal Responsibility & Budget

- * Create promotion budget; style manual
Increase new library card registrations by X% / Increase Active Cards to X% of population
Increase new attendees at programs (over 2011)
Measureable increases in social network connections, program attendance, card registrations
- * Reach fundraising goal of \$10K each year
Identify new sources
Develop donor relationships

- * Investigate long-term funding alternatives, ie: endowment
Develop planned giving program
- * Research flexible budgeting & municipalities
(public libraries/trustees)
- * Identify new partnerships for specific benefits (ie: business to support a museum pass, organization to help support particular programs, cost-sharing with others)
Secure 1 new museum pass sponsorship

Resources Needed

The price of success

- * Staff support & training
Staff technology competency training
Membership, conference/workshop registrations
Develop compensation plan
- * Furniture/Shelving costs
Individual task seating
- * Technology
Additional public workstations
Software upgrades
Wi-Fi network upgrades
- * Promotion
Marketing budget

Appendices

- A. Community Profile, Library Profile
- B. Planning Process & Conclusions
- C. Resources
- D. Library Budget

Appendix A

Community Profile: <http://www.nhes.nh.gov/elmi/products/cp/profiles-pdf/stratham.pdf>

Incorporated	1716
2010 Census Estimate	7,255
Total Housing Units	2,784
Type of Government	Board of Selectmen, Town Meeting
Municipal Appropriations 2010	\$5,084,264
School Appropriations 2009	\$16,301,923
Population by Age Group	Age 19 and Under 2,060, 28%
	Age 20 to 34 802, 11%
	Age 35 to 64 3,636, 50%
	Age 65 and over 663 9%
Median Age	42.1 years
Educational Attainment	High school graduate or higher 97.7%
	Bachelor's degree or higher 57.8%
Income, 2010 Inflation Adjusted	Per capita income \$45,238
	Median 4-person family income \$120,100
	Median household income \$106,591
% of Working Residents Commuting	79.5%

Library Profile

Location	Stratham Municipal Center
2012 Appropriation	\$371,627
Employees	12, 7.6 FTE
Collection Size (non-digital)	38,343
Users	Active borrowers 5,417
	Nonresident cards 90, 2%
	Children (age 8-13) 598, 4%
Annual Circulation	96,857
	Children's Materials 38.4%
	Teen 7%
	Adult Fiction 19.3%
Program Attendance	9,458
	Adults 14%; Teens 14%; Children 71%
In-House Computer Use	3,561
Remote Usage	63,034

MISSION: The Wiggin Memorial Library's mission is to serve, connect, educate, and entertain. We accomplish our mission by listening to residents' needs and participating in the community in order to respond with relevant solutions while responsibly managing resources.

Appendix B

Planning Process & Conclusions

(All documents & resources available online: <http://library.strathamnh.gov/strategicplan>)

Action Plan

Surveys: Non-User

Library User

Survey Results presentation

Community Discussion Groups: Outline

Presentation

Notes

Conclusions presentation

Appendix C

Resources

- **Vision:**

- *Intangible Benefits of Public Libraries* survey results, e-mail from Cab Vinton [Raw Data:
https://docs.google.com/spreadsheet/ccc?key=0AkMjzn_MpwTldDdFdjgyYzdJbmFtWFFnVHhScFIKUEE]
- *Library 2.0: A Guide to Participatory Library Service*, by Michael Casey (ISBN:9781573872973)
- *The Five Most Important Questions You will ever ask about your Organization*, by Peter Drucker (ISBN: 9780470227565)
- *Why Closing More Public Libraries Might Be The Best Thing (...Right Now)*, by Andy Woodworth, Agnostic Maybe blog, 5/27/2010
[<http://agnosticmaybe.wordpress.com/2010/05/27/why-closing-more-public-libraries-might-be-the-best-thing-right-now/>]
- *Creating the Customer-Driven Library: Building on the Bookstore Model*, by Jeannette Woodward (ISBN: 0838908888)
- *The Library in the City: Changing Demands and a Challenging Future*, PEW Charitable Trusts Philadelphia Research Initiative
[http://www.pewtrusts.org/uploadedFiles/wwwpewtrustsorg/Reports/Philadelphia_Research_Initiative/Philadelphia-Library-City.pdf]
- *Rework*, by Jason Fried & David Heinemeier Hansson (ISBN: 9780307463746)

- **Mission:**

- “Avoiding the Path to Obsolescence”, by Steven Escar Smith and Carmelita Pickett. *American Libraries* September/October 2011.
- *Be an Agent for the Customer: Hospitality Revisited*, by Peter Bromberg, The Library Garden blog, 6/1/2010 [<http://librarygarden.net/2010/06/01/be-an-agent-for-the-customer-hospitality-revisited/>]
- *Setting the Table: The Transforming Power of Hospitality in Business*, by Danny Meyer (ISBN: 9780060742768)

- **Outcomes:**

- Edge Benchmarks v. 1.0 [<http://www.libraryedge.org/benchmarks-v-1-0-pages-60.php>]

- *Building Digital Communities: Getting Started*, IMLS, University of Washington Information School, ICMA
[\[http://www.imls.gov/assets/1/AssetManager/BuildingDigitalCommunities.pdf\]](http://www.imls.gov/assets/1/AssetManager/BuildingDigitalCommunities.pdf)
- *Maximize the Potential of Your Public Library*, ICMA
[\[http://icma.org/en/icma/knowledge_network/documents/kn/document/302161/maximize the potential of your public library\]](http://icma.org/en/icma/knowledge_network/documents/kn/document/302161/maximize_the_potential_of_your_public_library)
- **Plan Structure:**
 - “Core Components”, Columbus Metropolitan Public Library from *A More Effective Social Media Presence*, slide 20 [\[http://www.slideshare.net/ALATechSource/a-more-effective-social-media-presence-strategic-planning-and-project-management\]](http://www.slideshare.net/ALATechSource/a-more-effective-social-media-presence-strategic-planning-and-project-management)
 - *21st Century Library Strategic Plan – Mission Statement*, 21st Century Library Blog 7/8/2010 [\[http://21stcenturylibrary.com/2010/07/08/21st-century-library-strategic-plan-%E2%80%93-mission-statement/\]](http://21stcenturylibrary.com/2010/07/08/21st-century-library-strategic-plan-%E2%80%93-mission-statement/)
 - *21st Century Library Strategic Plan – Values and Guiding Principles*, 21st Century Library Blog 7/21/2010 [\[http://21stcenturylibrary.com/2010/07/21/21st-century-library-strategic-plan-%E2%80%93-values-and-guiding-principles/\]](http://21stcenturylibrary.com/2010/07/21/21st-century-library-strategic-plan-%E2%80%93-values-and-guiding-principles/)
- **Sample Strategic Plans:**
 - ALA 2015 [\[http://www.ala.org/2015strategicplan\]](http://www.ala.org/2015strategicplan)
 - Arlington Public Library (TX) [\[http://www.arlingtonlibrary.org/about#Plan\]](http://www.arlingtonlibrary.org/about#Plan)
 - *Confronting the Future: Strategic Visions for the 21st Century Public Library*, by Roger E. Levien. ALA OITP Policy Brief No. 4, June 2011
[\[http://www.ala.org/offices/sites/ala.org/offices/files/content/oitp/publications/policybriefs/confronting the futu.pdf\]](http://www.ala.org/offices/sites/ala.org/offices/files/content/oitp/publications/policybriefs/confronting_the_futu.pdf)
 - Dover Town Library (MA) [\[http://www.dovertownlibrary.org/about/mission/\]](http://www.dovertownlibrary.org/about/mission/)
 - Rye Public Library (NH) [\[http://ryepubliclibrary.org/2012/06/19/2012-2015-strategic-plan-documents/\]](http://ryepubliclibrary.org/2012/06/19/2012-2015-strategic-plan-documents/)
 - SAU 16 (NH) [\[http://sau16.org/content/documents/Strategic_Plan_PDF_2.pdf\]](http://sau16.org/content/documents/Strategic_Plan_PDF_2.pdf)
 - Waukegan Public Library (IL) [\[http://www.waukeganpl.org/at-the-library/about/mission-statement\]](http://www.waukeganpl.org/at-the-library/about/mission-statement)
 - **Missions, Values & Vision Statements:**

Brooklyn Public Library (NY)	DeKalb County Public Library (GA)
Evanston Public Library (IL)	Kensington Public Library (NH)
Kingston Community Library (NH)	Lane Memorial Library (Hampton, NH)
Langdon Library (Newington, NH)	Mary E Bartlett Library (Brentwood, NH)
Mesa Public Library (AZ)	Musser Public Library (IA)
North Hampton Public Library (NH)	Pima County Public Library (AZ)
Portsmouth Public Library (NH)	Rye Public Library (NH)
Seabrook Library (NH)	